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17 December 1970

MEMORANDUM FOR: Chief, Operations School

THROUGH : Deputy Chief, Operations School

SUBJECT : Review of Counterintelligence Training in the Operations School

1. Attached hereto are individual reports on the Counterintelligence Survey and Counterintelligence Operations Courses, to permit individual review. I believe that they should be considered together and in connection with other matters.

2. The need for Counterintelligence Courses in the Operations School rests upon more profound foundations than upon student enrollments or the desires of the CI Staff for CI training by OTR. This writer suspects that we have continued these courses from habit because of pressure from the CI Staff.

3. Apparently, the supply of students is drying up. Possibly the majority of students are enrolled because of automatic and unreasoned actions. Examples may be the "block" assignment of RIO/PTP students and [redacted] students to the CI Survey Course.

4. A new population inhabits our Headquarters. The Operations Officers and their operations officer assistants on the Desks and Branches of the CS Divisions are largely products of the CT and predecessor programs. These operations officers' concepts of counterintelligence are based upon their training and their field experience. Except for operational security these officers' field experience is often devoid of other CI experience. These operations officers see no need for special CI training. They assume that they, and everyone else, learned CI in the CT Program; and their experience has not pointed out deficiencies in that training.

5. When the operations officer is required to review a case for any reason, his review has some CI overtones. He assigns assistants to prepare a resume of materials. He then reads the abridged materials and makes the decisions. Sometimes he finds his assistants ill-equipped for the job. He realizes that he cannot expect the assistant to have the same background that he has. The assistant probably has not had operations training, has had some clerical training, has done some "name checks"

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and may have attended CS Records I and II Courses. The assistant cannot see the significance of the leads nor of anomalies which appear in the case because he lacks operations training and experience.

6. The operations officer knows that his assistant needs training. He knows that as CI is at least a part of the work he was attempting to do, he sees that OTR does not provide a "short course" in the broad spectrum of operations so he sends the assistant to the "CI Courses."

7. Sometimes the work required of the assistant (above) is also beyond the grasp of the junior operations officer assistant, and similar solutions are found for him. Except for the "block" assignments mentioned above, the majority of other students in the CI courses have been deficient junior operations officers or other assistants. We may conclude that the CI Courses have become resources for "remedial" training to officers and their subordinates who do not know enough about operations to do their jobs. We conclude that we have helped these people through providing some CI assistance in correcting a much broader deficiency.

8. When supervisors know that the deficiency is not in CI but in other forms of analysis, the supervisor has no recourse.

9. While we may continue providing CI courses as remedial training for the deficient, we will probably find that the number of students will continue to decline. On the other hand, the causes for remedial training in case analysis (neither CI nor general) will not be eliminated. The causes are: incomplete training in the CI Program for the operations officer, and inadequate training of operational assistants.

10. The Office of Training can provide training to begin to correct deficiencies. First, it will be necessary to amend operations officers' training to broaden the spectrum of knowledge and skills taught. Then, we can provide courses for assistants to operations officers which provide instruction in supporting analysis at the assistant level. This instruction should not be labeled CI, but rather with a title like: "CS Intelligence Assistants Course," while the description of content and objectives would include appropriate emphasis upon Counterintelligence. Operations Officers who require corrective training could be accommodated in "as needed" courses such as a "CS Analysis Seminar" with carefully stated grade and experience prerequisites.

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Chief Instructor
CI Survey/CI Operations Courses

Atts

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